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ABSTRACT

A Personnel Utilization System has been designed at Broward Community College, which combines payroll, personnel, course and function information in order to determine the actual duties performed by personnel for the amount of remuneration received. Objectives of the system are (1) to define the tasks being performed by faculty, staff, and administration; (2) to measure the productivity of all segments of the college; and (3) to project future resource allocation for the college. Begun in 1975-76, the model includes two sub-systems: the Faculty Assignment System and the Non-faculty (Administration and Staff) Assignment System. Initial input comes from the payroll file, is added with information on course changes by academic deans, and results in a Cost Analysis File. Fringe benefits are then computed and the file is split into faculty and non-faculty. The faculty portion is combined with information from the Course File, resulting in a Faculty Assignment Form which includes course assignments and non-teaching assignment totals, plus space for writing in non-remunerated activities. These are completed by faculty at the end of each term and a salary distribution analysis is computed at the end of the academic year. Yearly revision of the faculty form is planned and the non-faculty system is still being developed. (Author/RT)

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Critical Uses of College Resources:

Part I

Personnel Utilization System

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TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

by

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July 19, 1977

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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JC 780 008

Paper presented to the AERA/SIG Southeastern Region of Community/Junior College Researchers 1977 Regional Conference in New Orleans on July 19 - 20, 1977.

CRITICAL USES OF COLLEGE RESOURCES:

Personnel Utilization System

Higher education is being bombarded by increasing costs and decreasing resources. Costs have escalated for personnel, materials, facilities, and equipment. Faculty are demanding higher salaries and are threatening with unions. Building costs have soared so high that colleges are finding it difficult even to build the cracker-box, "no-frills" structures that dot the campuses throughout the country.

Resources have dwindled to almost nothing in some cases. Faculty members and administrators alike have been forced to face a new year of inflation with little or no salary increases. In addition, the responsibilities, tasks to be performed, and number of students to teach have increased. Budgets have been slashed so that colleges are attempting to serve more students with less money. Instead of cutting enrollments to serve students at the same unit cost per program, colleges have miraculously been able to continue serving their student bodies with less money!

The result of all this is that college administrators are realizing the necessity of planning and management systems. Colleges no longer can afford the luxury of inefficient management. Accountability is becoming a reality instead of a mere "buzz" word.

Broward Community College (BCC) in Ft. Lauderdale, Florida, is experiencing many of the financial and human resource constraints mentioned above. BCC is opening a new campus in August of 1977 so that it will have

three campuses and two city centers serving a service area population of close to one-million people.

Numerous new methods for planning and management are being developed by the college administration. One of these is the Personnel Utilization System being developed under the direction of the Director of Institutional Research and Systems Planning. The purpose of this new system is to determine the actual duties performed by personnel for the amount of remuneration received. This is the first attempt by Broward Community College to combine payroll, personnel, course, and function information together for management purposes. The results of the system will be used in the college's cost analysis report. The cost analysis fulfills a state reporting requirement and provides data to administrators for planning the allocation of financial resources of the institution.

Objectives of the System

The objectives of the Personnel Utilization System are the following:

1.) To define the tasks being performed by faculty, staff, and administration;

2.) To measure the productivity for all segments of the college; and

3.) To project future resource allocation for the college.

Procedures for Development of the System

The system was initially conceived during the 1975-76 academic year. The Director of Institutional Research and Systems Planning held extensive

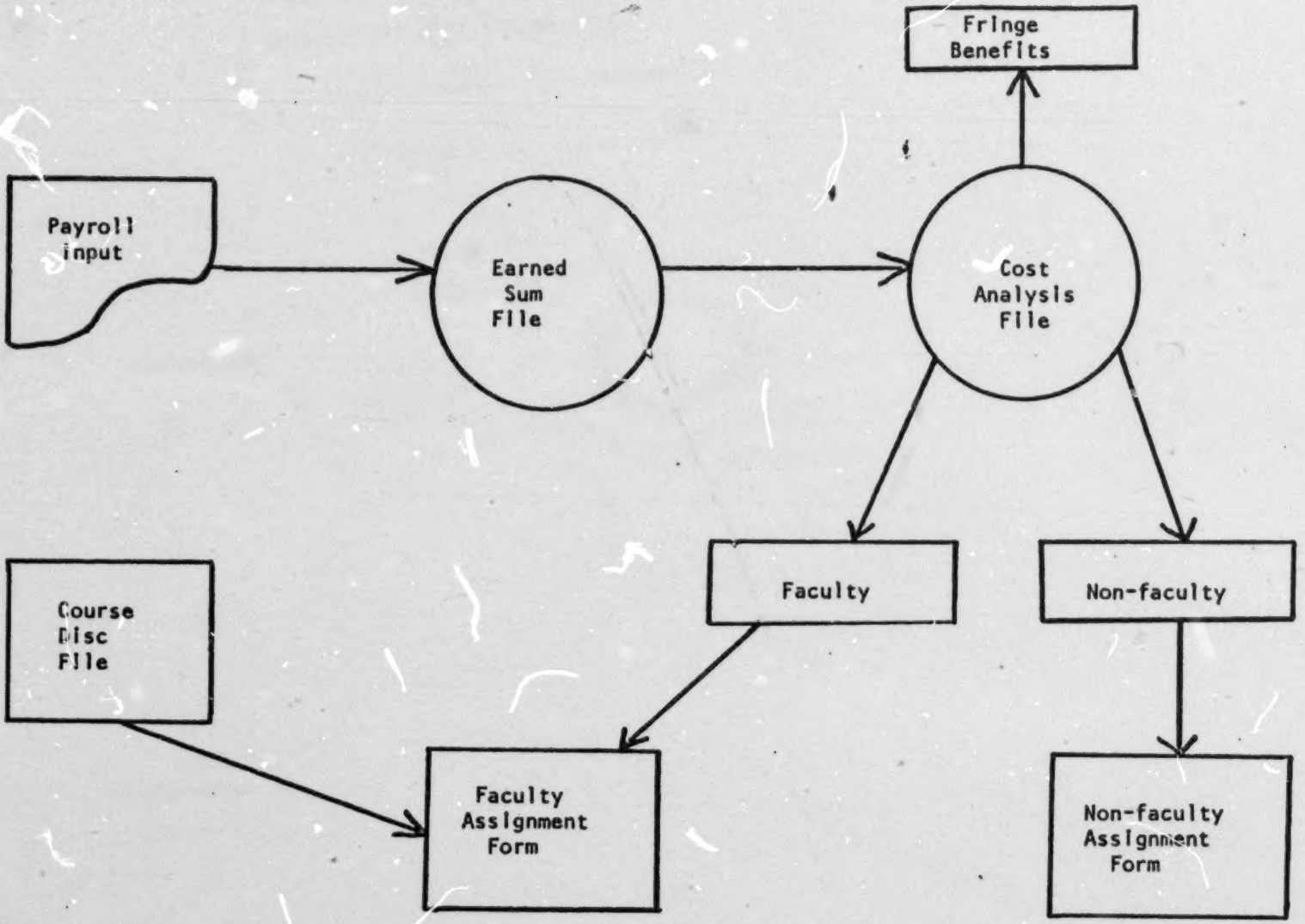
meetings with the Executive Vice President, Vice President for Academic Affairs, Academic Deans, Comptroller, Director of Personnel, Internal Auditor, and Data Systems personnel. The model was subdivided into two phases: the Faculty Assignment System and the Non-faculty (Administration and Staff) Assignment System. Data elements relevant to the needs of management and the cost analysis report were identified by means of the nominal group process.

A. Data Flow

Input to the system initially comes from the Payroll File. Personnel recommendation (PR) forms are the source documents for all persons on the college payroll. The Academic Deans can input any changes to course information for faculty on their respective campuses by means of CRT's. Payroll data become part of the Earned Sum File. For the Personnel Utilization System and the Cost Analysis Report, data are then copied onto a special Cost Analysis File.

At this point, the Cost Analysis File contains information concerning all college employees. Computer programs are applied to data in this file to compute the fringe benefits being paid to the employees. The Fringe Benefits Analysis is then stored separately so that it is available for both HEGIS reports and the cost analysis. Then the Cost Analysis File is split into Faculty and Non-faculty. The Faculty portion is combined with course information (including the number of students taught) from the Course File and is outputted in the format of a computer-made Faculty Assignment Form. The Non-faculty portion is outputted directly as the Non-faculty Assignment Form. Diagram 1 on the following page pictorially shows the flow of data for the system.

DIAGRAM 1 -- PERSONNEL UTILIZATION SYSTEM FLOW



B. Personnel Utilization Forms

The Faculty and Non-faculty Assignment Forms include the data elements identified by the nominal group process. The Faculty Assignment Form appears on the following page.

The Faculty Assignment Form is subdivided into two major portions. The top portion regards course assignments and the bottom one is non-teaching assignments. The course assignments are pre-printed and include sequence number, course abbreviation and number, section number, course title, credit hours or credit equivalents for non-credit courses, contact hours per week, actual enrollment, class type (university parallel, technical, supplementary, or non-credit community services), class account number, program code, payroll type (base assignment, part-time, supplement), and beginning and ending date of the course. There is also a designation for team-teaching, and the instructor has to fill in the portion of time (s)he actually taught. Results of credit hours, credit equivalents, and contact hours are totalled. Special totals appear for Directed Independent Study (DIS) and Donated services. Any changes to the pre-printed Course Assigments section must be verified and inputted through the CRT's in the Academic Deans' offices.

The second portion of the Faculty Assignment Form is the Non-Teaching Assignments. This part refers to any tasks other than teaching which faculty perform for remuneration. Examples include release time for curriculum development, administration by a department head, etc. The instructor fills in the task assignment, equivalent credit hours per week, task code (task codes appear at the bottom of the form and are based on the Florida

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TERM 7672 CAMPUS 20 — FACULTY ASSIGNMENT FORM — RUN DATE 03/22/77 TIME 12.41.11

MAR 22, 1977

SS# [redacted] Name [redacted] ORG.UNIT 11161-00-20 BIOLOGICAL SCIENCE FULL-TIME

COURSE ASSIGNMENTS

SEQ NBR	COURSE--SEC	TITLE	CRED HRS	CRED EQIV	CONTACT HRS/WK	ENROL COUNT	CLS TYP	CLASS ACCT-NO	PROGRAM CODE	PAYROLL TYPE	BEGIN DATE	END DATE	
5304	BIO 100 104	PRIN BIOLOGY	3	.00	3.0	24	U U-PL	111610020	1.10.0401 015	BASE ASSIGNMNT	01/05	04/29	
5333	BIO 117 101	AL HLT SCI LAB	1	.00	2.0	24	T TECH	111610020	1.10.0401 015	BASE ASSIGNMNT	01/05	04/29	
5334	BIO 117 102	AL HLT SCI LAB	1	.00	2.0	23	T TECH	111610020	1.10.0401 015	BASE ASSIGNMNT	01/05	04/29	
5335	BIO 117 103	AL HLT SCI LAB	1	.00	2.0	22	T TECH	111610020	1.10.0401 015	BASE ASSIGNMNT	01/05	04/29	
7503	BIO 113 161	ALLIED HLT SCI	2	.00	2.0	37	T TECH	111610020	1.10.0401 015	BASE ASSIGNMNT	01/05	03/03	
7504	BIO 113 162	ALLIED HLT SCI	2	.00	2.0	28	T TECH	111610020	1.10.0401 015	BASE ASSIGNMNT	01/05	03/03	
7730	BIO 114 181	ALLIED HLT SCI	2	.00	2.0	33	T TECH	111610020	1.10.0401 015	BASE ASSIGNMNT	03/04	04/29	
7731	BIO 114 182	ALLIED HLT SCI	2	.00	2.0	26	T TECH	111610020	1.10.0401 015	BASE ASSIGNMNT	03/04	04/29	
8200	CEM 008 601	AUDUBON LECT		.00	.0	22	N *	114100020	1.42.0000 203	PART-TIME	01/05	02/23	TEAM-TCH

REGULAR TOTALS	14	.00	17.0
SPECIAL TOTALS (DIS & DONATED)		.00	.0

NON-TEACHING ASSIGNMENTS

	TASK ASSIGNMENT	EQUIVALENT CREDIT HOURS PER WEEK	TASK CODE	ORGANIZATIONAL UNIT DEPT V-ID CAMPUS
A.		---.--	-.-	----- -- --
B.		---.--	-.-	----- -- --
C.		---.--	-.-	----- -- --
D.		---.--	-.-	----- -- --
E.		---.--	-.-	----- -- --
	TASK TOTAL	.00		
	COURSE & TASK TOTAL	17.00		

SIGNATURE OF DEPT. HEAD

*** TASK CODES FOLLOW---CODES REFLECT THE FUNCTION OF THE TASK

1.6-ADMIN. BY CHAIRMAN	4.0-ACADEMIC SUPPORT	4.7-CURRICULUM DEVEL.	5.2-ORGANIZED ATHLETICS	5.6-STUDENT RECORDS & ADMIS.
1.7-INST. PLANNING	4.1-LEARNING RESOURCES	4.8-PRO/PERSONNEL DEVEL.	5.3-COUNSELING & ADVISE.	5.7-HEALTH SERVICES
3.0-PUBLIC SERVICE	4.4-COMPUTING SUPPORT	5.0-STUDENT SERVICES	5.4-PLACEMENT SERVICES	5.8-SPECIAL STUDENT SERVICES
3.1-COM. SERVICE	4.6-ACADEMIC ADMIN.	5.1-SOC, CULTURAL DEVEL.	5.5-FINANCIAL AID	5.9-STUDENT SERVICE ADMIN.

Community College Management Information System task codes describing the actual function of the task), and the organizational unit to which the person is assigned for the task (department variable identification, and campus codes). Equivalent credit hours per week for the tasks are totaled and followed by a grand total of course and task contact hours.

Below this portion is space for faculty members to add in non-remunerated responsibilities, such as college committee assignments, so that the hours of service to the college are more accurately reflected. Many instructors spend many more hours in college activities than the mere hours for which they are remunerated.

Each department head must sign verification of the Faculty Assignment Form data. The Non-faculty Assignment Form is still being designed and, therefore, is not reported in detail here.

C. Manual Flow

Each term, Data Systems sends each Academic Dean a listing of faculty members employed at that particular campus. The Deans verify the list or make any changes directly on the CRT's. Approximately four weeks prior to the end of the term, Data Systems runs the Faculty Assignment Form and distributes it to each campus Academic Dean's Office. The Academic Dean is responsible for disbursing the form to each cost center. This means that the form is at the place where the faculty member receives his/her paycheck. The form is completed and approved by the department head and then sent back to the Academic Dean's Office before the end of the term. Any changes in Course Assignments are made through the CRT's in the Deans' Offices.

The Non-teaching Assignments are sent to Data Systems for keypunching and initital entry.

The distribution to salary information is not made at Data Systems until the end of the academic year. This is because the payroll schedule does not follow the course and term schedules. However, once all the task information is gathered and verified, the completion of the annual Cost Analysis Report is mechanical at the end of the year.

Results

The faculty utilization portion of the Personnel Assignment System was implemented first in Term I (Fall) of 1976-77. Workshop sessions were held with the Academic Deans and Division Heads to familiarize them with the form and the procedure for its completion. A list of instructions for completion was sent with the form.

After the first term Data Systems personnel met with the Vice President for Academic Affairs, Academic Deans, and the Director of Institutional Research and Systems Planning to discuss problems and recommend changes in both the form and procedures. The procedures were acceptable as they existed, but some changes were made in the format and content of the form (the copy included in this paper is the most current version).

Completion of the form during Term II (Winter) of 1976-77 demonstrated that greater control is necessary in the validation of data. Forms were sent back to cost centers because of missing data and/or lack of department

head's signature. The Executive Vice President has recommended that the completion of the Personnel Utilization forms be written into the College's Policy Manual and the Procedures and Guidelines be stipulated in those respective manuals. The Director of Institutional Research and Systems Planning is currently preparing these for presentation to the Board of Trustees for its sanction.

The Faculty Assignment Form is currently being prepared for Term III (Summer). Data elements for the Non-faculty Assignment Form are being identified by the appropriate personnel so that programming of that phase of the system can begin. The forms will go through a series of revisions during the 1977-78 year to work out any problems. After that, the form will be evaluated each year, for update. Administrators are becoming increasingly aware of the potential of this system for management and for planning of future resource allocations based on current departmental productivity levels. The Personnel Utilization System will go through many revisions before it becomes a routinely utilized tool of the management system at Broward Community College. Already, it has increased administrators' recognition of the critical uses of college resources.

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